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To: (b)(6);(b)(7)(C)  
Cc:  
Bcc:  
Subject: Recruiting  
Date: Wed Aug 02 2017 15:43:27 EDT  
Attachments: ATLANTIC C1 March 2017 FNL to AC.DOCX  
C1 Hiring Pen and Pad.m4a  
C1 Talking Points \_ Executive Order Hiring Initiatives \_ PMO v7.docx  
C2 Talking Points NTEU \_ PMO Final SP&C edit.docx  
CBP Veteran Program\_v4clean.docx  
CBPCareers Twitter Account - Launch Plan.docx  
CBPJOBBS Mobile App. Communications\_v6.docx  
CWEmbed1.pdf  
CWEmbed2.docx  
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Recruiting quotes.docx  
Talking Points Executive Order Hiring Initiatives for Hearing.docx  
Talking Points for Polygraph Waivers.docx

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ENJOY!!

Thank you,

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Public Affairs Specialist – Media Division

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## **C1 Interview with *The Atlantic* on the topic of Recruitment and Integrity**

### **Interview Date/Time: TBD**

#### **1. Which areas of the U.S. borders are in need of more law enforcement officers and the steps CBP will take to meet this need?**

U.S. Customs and Border Protection (CBP) is currently hiring Border Patrol Agents (BPA) for the Southwest border across the states of Texas, New Mexico, and Arizona, including the U.S. Border Patrol (USBP) sectors of Laredo, Rio Grande Valley, Del Rio, El Paso, Tucson, and Yuma.

The initiative to hire for these sectors aligns with the intent of the President's Executive Order on Border Security and Immigration Enforcement Improvements, which directs agencies to "deploy all lawful means to secure the Nation's southern border."

While CBP is complying with the Executive Order, the mission of USBP remains unchanged: to protect and secure more than 6,000 miles of land border shared not only with Mexico but also with Canada as well as 2,000 miles of coastal waters surrounding the Florida Peninsula and the island of Puerto Rico. The 5,000 additional BPAs will strengthen USBP's capability to meet the demands of its mission.

As part of this effort, CBP will also hire 500 Air and Marine Agents/Officers and all necessary mission-support personnel, and close pre-existing staffing shortages in each frontline component, including more than 1,300 U.S. Customs and Border Protection Officers (CBPO).

CBP continues to actively hire CBPOs along the Southwest border (across Arizona, California, and Texas) as well as in states along the Northern border, including Maine, Minnesota, Montana, North Dakota, Vermont, and Washington.

We are currently finalizing our plan to meet all hiring mandates and address pre-existing staffing shortages, while also accounting for attrition. The combined CBPO/BPA attrition rate over the last two fiscal years averaged 3.9 percent, requiring CBP to hire 3,445 CBPOs and BPAs just to maintain existing staffing levels.

We will build on the momentum and progress we've made in the last few years in executing large-scale improvements to our frontline hiring process, and strengthen our recruitment efforts.

CBP is working diligently with the Department of Homeland Security, Congress, and other Federal and private partners to meet the hiring mandate and ensure our Nation's borders and ports of entry continue to be safeguarded by personnel of the highest integrity.

## **2. How will CBP meet the hiring targets the President set in his January 25th Executive Order?**

CBP has worked aggressively over the past two years to implement its multifaceted recruitment strategy and execute large-scale improvements to its frontline hiring process and capability. While these efforts have led to considerable progress in many areas, CBP will continue working to strengthen all aspects of its recruitment and hiring strategy to meet the Executive Order hiring mandate.

This includes initiatives designed to attract additional applicants who are suited to the unique demands of CBP's mission, expedite the pre-employment timeline, refine the hiring process to address all potential bottlenecks, and reduce the attrition rate of our existing workforce.

CBP will work to further improve brand awareness and convey the importance and scope of our mission within the public sphere. We will continue to focus on increasing our digital and social media presence to reach the millennial generation, expanding our outreach at high schools, colleges and universities, and collaborating with the Department of Defense (DoD) to help transitioning service members find a rewarding and suitable career on our frontline.

CBP's effort to attract veterans is an area we are particularly proud of. In November (2016) CBP was named the second best company for veterans by Monster.com and Military.com. The websites have partnered to find companies working hard to put veterans to work. More than 28% of CBP's total workforce are veterans, and last year veterans accounted for almost 35% of all new hires.

CBP's new expedited hiring process—a "hiring hub" model that streamlines many months' worth of processing steps into just a few days—reached full operational capability as of March 2017. Launched in 2015, the expedited hiring process demonstrates CBP's capability to process applicants in an average time of 165 days.

CBP will continue to refine all phases of its process and find better, more effective ways to recruit, hire, and retain frontline personnel. In addition to reinforcing the momentum of our many outreach and process efficiency efforts, we are exploring innovative practices regarding incentives and mobility options that will enhance our recruitment prospects and improve our workforce attrition rates. We anticipate full compliance with the Executive Order provision, while ensuring CBP can effectively adapt and evolve to meet the border security and trade facilitation missions.

## **3. CBP's current hiring and recruitment process for law enforcement officers, as well as changes CBP has made to the process since the Anti-Border Corruption Act (ABCA) of 2010.**

CBP continues being compliant with the ABCA. All frontline applicants are required to undergo a Tier V background investigation and polygraph examination, the results of which are used to assess an applicant's overall suitability. In addition, CBP scrutinizes its hiring strategies and has identified and executed initiatives and process improvements to maximize effectiveness and efficiency.

Major initiatives include:

- Establishment of the National Frontline Recruitment Command (NFRC) and Frontline Hiring Program Management Office (PMO), which developed an integrated, holistic approach to recruiting and hiring CBP's frontline law enforcement personnel;
- Creation of a hiring data model—the first of its kind for CBP—that provides a high degree of fidelity for the frontline hiring process timelines, identifies potential process obstacles, and provides hiring projection estimates;
- Implementation of the expedited hiring process, which continues to reduce CBP's time-to-hire; and
- Continued collaboration with DoD to enhance CBP's efforts to hire veterans, including the institution of reciprocity agreements to expedite the process for veterans, and recruitment events on military installations to attract additional transitioning service members and veterans to CBP's mission.

CBP has fine-tuned other changes to the process, such as eliminating the extraneous video-based test for CBP Officer applicants, allowing for physical fitness retests, consolidating previously stove-piped elements of the process, and many others. In light of the Executive Order mandate, CBP will continue to examine every aspect of its pre-employment process to identify areas in which further improvements can be made.

While many modifications to our process are currently being considered—many of which were proposed prior to the release of the Executive Order—CBP will not implement any change without carefully weighing its risks and mitigation measures.

CBP is not lowering its standards for any of its frontline personnel. CBP is focused on streamlining its pre-employment process—not to lower standards, but to improve our hiring capacity and prevent applicant withdrawals caused by redundancies and length of time. The high standards for graduating from CBP's academies will remain unchanged.

#### **4. CBP's response to the recommendations of the 2016 Homeland Security Advisory Council report on CBP integrity?**

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## **Talking Points for Acting Commissioner McAleenan Executive Order Hiring Initiatives March XX, 2016**

### **Overview**

U.S. Customs and Border Protection (CBP) has worked aggressively over the past two years to implement its multifaceted recruitment strategy and execute large-scale improvements to its frontline hiring process and capability. While these efforts have led to considerable progress in many areas, CBP will continue working to strengthen all aspects of its recruitment and hiring strategy in order to meet the Executive Order hiring mandate.

CBP's challenges in recruitment are, to a great extent, contingent on our rigorous hiring process, which reflects the high standards to which all frontline employees must be held. Our process is meant to ensure that only individuals with integrity are recruited to serve as agents and officers safeguarding our borders and ports of entry.

To meet the Executive Order mandate, CBP is examining every aspect of its pre-employment process to identify areas in which improvements can be made. While many modifications to our process are being considered, we will not implement any change without carefully weighing its risks and mitigation measures. To be clear, CBP is not lowering its standards for any of its frontline personnel.

CBP is focused on streamlining its pre-employment process—not to lower standards, but to improve our hiring capacity; the high standards for graduation at CBP's Academies will remain unchanged.

### **Polygraph Examination - Approved by Office of Professional Responsibility**

CBP fully complies with the Anti-Border Corruption Act (ABCA) of 2010 and currently administers polygraph examinations to all law enforcement applicants prior to hiring them. In compliance with this requirement, CBP has used the Law Enforcement Pre-employment Test (LEPET), which is considered the most robust exam used in the Federal law enforcement environment.

### *Waiver Expansion*

CBP is exploring options for a risk-based approach to extend polygraph waiver eligibility to the following groups of applicants who meet specific criteria: (1) current federal law enforcement, (2) current state and local law enforcement, and (3) veterans, transitioning service members, and members of the Reserves and National Guard.

CBP values the experience and commitment that these applicants bring to the mission, and believes that their credentials sufficiently attest to their dependability and allegiance. Waiving the polygraph for these applicants could not only expedite their onboarding but allows CBP to direct more resources toward the processing of other groups of applicants, preventing potential bottlenecks in the hiring pipeline.

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CBP FOIA 002206

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Additionally, like all applicants, these groups must undergo a Tier 5 background investigation. Should derogatory information be detected during an applicant's background investigation, CBP may then choose to administer a polygraph.

*Test for Espionage, Sabotage, and Corruption (TES-C)*

CBP is exploring the use of the TES-C as a possible alternative to the LEPET and is planning a six-month trial of the TES-C starting in late April. The format utilizes an NCCA-approved counterintelligence test format with an additional focus on corruption-related issues. The test also places more focus on serious crimes, to include felony crimes and serious misdemeanors.

The TES-C was developed to retain the critical portions of the LEPET, more closely examine corruption issues, and streamline testing to process more applicants in less time. TES-C will also allow CBP to maintain high standards of integrity while expending no additional resources. CBP will evaluate the effectiveness of the TES-C during the six-month trial period.

Per Federal directive, CBP is developing a continuous evaluation (CE) program for all employees occupying national security positions, which will be operational by the end of 2018. The CE program will monitor specific activities of employees, including border crossings, financial records, and criminal records.

*Publication of Prior Drug Use Guidelines*

CBP has made its prior drug use guidelines available on its public facing website, providing information about suitability considerations regarding the frequency and recency of illegal drug use, circumstances surrounding the use, and the likelihood of recurrence. CBP believes that posting these guidelines will prevent applicants from providing false information that is later discovered during the polygraph examination or drug test.

## **Entrance Examination**

The entrance examination for BPAs consists of a Candidate Experience Record (CER), Logical Reasoning Test (LRT), and Artificial Language Test (ALT) or Spanish Language Proficiency Test (SLPT).

*Removal of the ALT/ SLPT*

CBP is removing the ALT and SLPT modules of the U.S. Border Patrol (USBP) Entrance Exam. Since only two to four percent of applicants fail the entrance exam solely because of the ALT or SLPT, little risk is associated with this decision. The USBP Academy will continue to ensure all applicants obtain the appropriate level of proficiency in Spanish to meet graduation requirements.

*Remote Testing*

CBP identified a correlation between the entrance exam no-show rate and the distance an applicant had to travel to take the exam. While more testing locations were opened up to provide applicants greater flexibility, CBP is exploring its ability to administer remote testing for applicants to further increase the exam completion rate.

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As of March 2017, CBP allows the CER portion of the exam to be completed remotely and is continuing the development of a remote version of the LRT. The remote LRT will use computer adaptive testing technology that makes the exam more accessible to applicants without compromising its standards or integrity.

**Physical Fitness Tests (PFT)**

CBP currently requires that all applicants for frontline positions complete two PFTs with a passing score. CBP will continue to administer both fitness tests for BPA applicants but will make PFT-2 a non-adjudicative portion of the pre-employment process. PFT-2 will be removed entirely for CBPOs. Approximately 8 percent of BPA applicants and 5 percent of CBPO applicants are removed from consideration at the PFT-2 phase.

As additional applicants may pass the pre-employment process as a result of these changes, the physical training standards remain intact at the CBP Academies. Individuals who do not meet these standards will receive additional training.

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**Talking Points for Acting Deputy Commissioner Alles  
for the National Treasury Employees Union Conference  
April 4, 2017**

*Recruitment/Hiring*

On January 25, the President signed an Executive Order (EO) titled *Border Security and Immigration Enforcement Improvements*. Section 8 of the EO instructs U.S. Customs and Border Protection (CBP) to take all appropriate action to hire and deploy 5,000 additional Border Patrol Agents (BPA) “as soon as is practicable.”

In addition to the 5,000 BPAs, CBP will add 500 Air and Marine personnel, per the Secretary’s EO implementation guidance. We must also fill existing staffing gaps, hire all associated mission support personnel, and backfill positions lost through attrition.

CBP’s lengthy and rigorous hiring process reflects the high standards to which all CBP frontline employees are held. It is designed to ensure that only individuals of the highest integrity are recruited to serve as agents and officers safeguarding our borders and ports of entry. The vast majority of applicants are unable to successfully complete the pre-employment process.

CBP’s hiring challenges are also affected by several external factors, including changing generational values, the state-wide legalization of marijuana, and a growing distrust of law enforcement. Therefore, CBP must compete for a decreasing number of applicants with law enforcement organizations on all levels—local, state, and federal—including partner agencies within DHS looking to meet overlapping hiring mandates.

CBP has worked aggressively over the past two years to implement its multifaceted recruitment strategy and execute large-scale improvements to its frontline hiring process and capability. While these efforts have led to considerable progress in many areas, CBP will continue working to strengthen all aspects of its recruitment and hiring strategy in order to meet the Executive Order hiring mandate. This includes initiatives designed to attract more applicants who are suited to the unique demands of CBP’s mission, expedite the pre-employment timeline, refine the hiring process to address all potential bottlenecks, and reduce the attrition rate of our existing workforce.

CBP’s new expedited hiring process uses lessons learned from the hiring hub model, consolidating several months’ worth of pre-employment steps into just a few days. In January 2016, the time-to-hire for frontline personnel averaged 469 days. As of March 2017, the time-to-hire is just under 300 days—an average that includes more than half of all frontline applicants being processed through the expedited hiring process. This new process—which has shown the ability to hire applicants in an average time of as low as 160 days—will now be used for all CBP frontline applicants.

CBP is continuing to examine every aspect of its pre-employment process to identify areas in which improvements can be made. While many modifications to our process are being

considered, we will not implement any change without carefully weighing its risks and identifying mitigation measures. CBP is focused on refining its pre-employment process—not to lower standards but to improve our hiring capacity; the high standards for graduation at CBP's Academies will remain unchanged.

The total CBPO workforce grew from less than 18,000 officers in the beginning of 2004 to nearly 22,800 today—a 27 percent increase <sup>1</sup> This includes a 32 percent increase along the southwest border and a 15 percent increase along the northern border.<sup>2</sup>

CBP will continue to improve all phases of its process and find better, more effective ways to recruit, hire, and retain frontline personnel. In addition to reinforcing the momentum of our many outreach and process efficiency efforts, we are currently exploring innovative practices regarding incentives and mobility options that would not only enhance our recruitment prospects but improve our workforce attrition rates as well. We anticipate full compliance with the Executive Order provision, while ensuring that CBP can effectively adapt to the changing needs of the country.

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<sup>1</sup> At the end of the first pay period of FY 2004 (October 18, 2003), total CBPO workforce strength was at 17,947. At the close of the latest pay period (March 4, 2017), this number is 22,790.

<sup>2</sup> Data parameters defined the southwest border as San Francisco, Los Angeles, San Diego, Tucson, El Paso, Laredo, and Houston and the northern border as Seattle, Detroit, Buffalo, and Boston.

## **U.S. Customs and Border Protection Veteran Recruitment Efforts**

### **Overview**

U.S. Customs and Border Protection (CBP) recognizes separating service members are a highly desirable applicant pool due to their specialized skills and leadership experience. They are mission-driven and more likely to adjust to the disciplined structure of CBP culture--making them uniquely qualified for CBP's frontline positions.

CBP is proud of our efforts to attract veterans. In November 2016, CBP was named the second best company for veterans by Monster.com and military.com. Veterans comprise approximately 28 percent of CBP's workforce and disabled veterans comprise approximately 6 percent of CBP's workforce.

CBP worked closely with the Department of Defense's (DoD) Transition to Veterans Program Office to collaborate on the hiring of separating service members and veterans into Customs and Border Protection Officer (CBPO), Border Patrol Agent (BPA), and Air and Marine Operations (AMO) positions.

- Our efforts include improving recruitment outreach to service members and installation commands as well as streamlining CBP's hiring process, expanding our use of excepted service hiring authorities, and leveraging DoD recruiting best practices.
- CBP's National Recruitment Strategy is designed to attract veterans, transitioning service members, women, and minorities into CBP frontline positions.

### **Enhanced Recruitment for Veterans**

As of September 30, 2016, CBP has conducted 1,150 military recruitment events and developed over 20 military-specific media campaigns on military bases nationwide. The targeted campaigns use local media as well as on-base advertising outlets, such as Facebook, Twitter, newspapers, website, radio, TV, and billboards to promote CBP frontline vacancies to service members before and during their separation from the military.

CBP expanded national advertising and marketing efforts targeting separating service members and the veteran community--both on and off military installations.

CBP deploys online videos and job postings on vetjobs.com, military.com, recruitmilitary.com, jobsforvets.com, hire our heroes USA, RallyPoint - The Military Network, The Honor Foundation, wearethemighty.com, LinkedIn, Indeed, Glassdoor, Monster, and Zip-recruiter.

CBP uses enhanced mobile advertising on the "Military Mobile Zone" app, which has an audience of over 300,000 veteran members.

CBP increased outreach by advertising in military publications, such as *Military Times*, *US Army Reserve*, *Military Police*, *the Griffon*, *The Guardian*, *Military Transition News*, *Transitioning Service Members Magazine*, and *Stars & Stripes: Transition Guide*.

CBP deployed a Special Emphasis Recruitment Team (SERT) to recruit separating service members through event-based outreach. As of September 30, 2016, SERT has conducted 29 events on military installations nationwide with over 2,000 attendees, which have yielded favorable returns. As a result of SERT events conducted at Marine Corps Base Camp Lejeune, North Carolina; Ft. Campbell, and Joint Base Lewis-McChord (JBLM,), CBP has seen an influx of over 940 applications through the Veterans Recruitment Appointment (VRA) announcements.

CBP expanded digital recruiting footprint by implementing a new web content management strategy to highlight career opportunities for veterans, which has resulted in increased web traffic to our CBP Careers page.

### **Support to Separating Service Members**

CBP supports several programs to aid veterans in gaining employment with the Federal Government. For example, our Selective Placement Program Coordinator (SPPC) serves as the frontline contact with applicants/veterans with disabilities and veterans with preference. The SPPC assists veterans in completing the CBP Veterans Interest Profile.

CBP employs a full-time Veterans Program Manager who advocates for the placement of veterans and transitioning service-members into the Agency.

CBP partners with the DoD to support the Operation Warfighter and Department of Veterans Affairs, Non-Paid Work Experience internship programs. These programs provide service members and veterans with 30 percent or more disability status the opportunity to transition into permanent positions.

### **Streamlined Hiring Processes for Veterans**

CBP holds military “hiring hubs” at six strategic military installations across the Nation: Ft. Bliss, Texas; Ft. Bragg, North Carolina; Ft. Campbell, Kentucky; Ft. Hood, Texas; Marine Corps Base Camp Lejeune, North Carolina; and Joint Base Lewis McChord, Washington.

- The hiring hubs have demonstrated the ability to combine several steps in CBP’s lengthy and rigorous hiring process into two days.
- The installations reflect areas with a high density of separating service members and transferrable military occupational specialty codes and competencies.

CBP is actively looking to establish partnerships with other installations, including Fort Leonard Wood and Fort Carson. CBP and DoD collaboration has resulted in veterans and transitioning service members benefiting from a significant reduction in time to hire--by over 60 percent--when routed through a military hiring hub.

CBP's close collaboration with DoD has made the hiring process more efficient. For example, CBP now grants medical qualification and physical fitness reciprocity for veterans.

Other highlights from our partnership with DoD in 2016 include:

- Establishing a permanent recruitment office at Ft. Bliss, Texas;

- Partnering with the U.S. Army Military Police School at Ft. Leonard Wood, Missouri to communicate CBP job opportunities to the military police in training;

- Establishing a CBP and U.S. Army Reserve Public Private Partnership;

- Collaborating with the DoD on Entrance Exam computer based testing;

- Partnering with the U.S. Army Partnership for Youth Success;

- Developing a partnership with state workforce agencies, specifically with the veterans employment staff; and,

- Changing the VRA structure from a six-week period to an open and continuous year-long announcement to increase the opportunities for veterans to apply for CBP opportunities.

### **CBP's Recruitment Promotional and Advertising Outlets**

- Monster - banner rotation and job engine exposure

- Rocketfuel - banner rotation on network of sites

- LinkUp - job engine exposure

- Optimum Response - banner rotation on network of sites

- ZipRecruiter - job engine exposure, which feeds Beyond and Indeed

- Monster Military - multi-banner homepage exposure on military.com

- Google - search engine marketing

- USAJOBS - job application site

- Twitter & Facebook - through DiversityComm package

- Instagram - \*cannot confirm the use of this media element\*

- YouTube - \*have used in the past, but not being used this JanFebMar campaign\*

- LinkedIn - career networking

- Hulu - video streaming

- Stripes.com - homepage takeover and banner rotation

- CareerBulider - job engine exposure

- Sharethrough - native advertising exposure on network of sites

- Nascar.com - banner rotation

- ESPN.com - banner rotation

- PBR.com - banner rotation

MilitaryMedia/BrightMountain - banner rotation and :30 video streaming on network of military sites

MilitaryTimes.com - banner rotation

Contobox - streaming video expandable banner rotation on a network of sites

WeAreTheMighty.com - banner rotation, mobile and homepage exposure

Stars&Stripes

MilitaryTimes - Full page 4Color ad in ArmyTimes, MarineTimes, AirForceTimes, NavyTimes editions

National Cable Television

A&E

AMC

American Heroes Channel

AMC

Bravo

Chiller

Comedy Central

Discovery Channel

E!

FoxSports1

FoxSports2

FX

FX Movie Channel

FXX

Great American Country

History Channel

Headline News Network

HGTV

Lifetime

MTV

MTV2

NatGeoTV

NatGeo Wild

NBA-TV

NFL Network

Nick@Nite

Science Channel

Spike TV

TBS

TLC

**CBP's Military Recruitment Events – FY 2017**

Alabama	Ft. Rucker	US ARMY
Alaska	Anchorage	Joint Base Elmendorf-Richardson
Arizona	Fort Huachuca	Fort Huachuca Army Post
Arizona	Glendale	Luke Air Force Base
Arizona	Phoenix	AZ Army National Guard
Arizona	Sierra Vista	Ft. Huachuca
Arizona	Tucson	Davis-Monthan Air Force Base
Arizona	Yuma	Marine Corps Air Station Yuma
California	Alameda	US Coast Guard
California	Camp Pendleton	Camp Pendleton US Marines
California	Coronado	Naval Base Coronado
California	Edwards	Edward AFB
California	El Segundo	Los Angeles Air Force Base
California	Fairfield	Travis Air Force Base
California	Imperial	NAF
California	Los Angeles	Los Angeles Air Force Base
California	Miramar	Marine Corps Air Station Miramar
California	Oceanside	Camp Pendleton Marine Corps Base
California	Point Loma	United States Navy
California	San Diego	Marine Corps Air Station Miramar
California	San Diego	US Naval Base Coronado (aka: NAS North Island)
California	San Diego	US Naval Base Point Loma (aka: SUBASE)
California	San Diego	US Naval Base San Diego
California	Travis AFB	Travis Air Force Base
California	Twenty Nine Palms	Marine Corps 29 Palms
Florida	Jacksonville	U.S. Navy
Florida	Opa Locka	U.S. Coast Guard Aux
Florida	Pensacola	Pensacola Naval Air Station
Georgia	Fort Benning	Fort Benning
Georgia	Savannah	Army Aviation
Idaho	Mountain Home	United States Air Force, Mountain Home, ID 83648
Kansas	Fort Riley	Fort Riley AFB
Kansas	Fort Riley	SFL-TAP
Kentucky	Fort Campbell	Soldier For Life-Transition Assistance
Kentucky	Fort Knox	RecruitMilitary.com
Maryland	Andrews Air Force Base	Jobzone
Massachusetts	Hanscom AFB	Hanscom Air Force Base
Michigan	Wyoming	Grand Valley National Guard Armory
Missouri	Fort Leonard Wood	Fort Leonard Wood
Nebraska	Omaha	Offutt AFB
Nevada	Las Vegas	Creech AFB - Las Vegas
Nevada	Nellis AFB	Nellis Air Force Base
New Jersey	Lakehurst	Joint Base Maguire Dix Lakehurst
New Mexico	Albuquerque	Kirtland AFB
New Mexico	Albuquerque	New Mexico National Guard ESGR
New York	Brooklyn	Fort Hamilton Army Base

New York	Farmingdale	Farmingdale Armed Forces Center
New York	Niagara Falls	Niagara Falls Air Reserve Station
New York	Watertown	Fort Drum Soldier For Life/Transition Assistance Program
North Carolina	Fort Bragg	ARMY Aviation
North Dakota	Minot AFB	Minot Air Force Base
Puerto Rico	Carolina	PR National Guard
Puerto Rico	Fort Buchanan	Puerto Rico National Guard Unit
Puerto Rico	Juana Diaz	Puerto Rico National Guard Unit
Puerto Rico	Salinas	Puerto Rico National Guard
Puerto Rico	San Juan	Puerto Rico National Guard Units - Yellow Ribbon
South Carolina	Charleston	Joint Base Charleston Transition Program
South Carolina	Parris Island	Transition Readiness Program
Tennessee	Fort Campbell	Army Aviation
Tennessee	Nashville	Army Aviation Association of America
Texas	Corpus Christi	U.S. Navy
Texas	El Paso	Fort Bliss
Texas	El Paso	Texas National Guard & Army Reserve
Texas	Fort Bliss	Fort Bliss Transition Assistance Program
Texas	Fort Hood	Fort Hood Army Base
Texas	Fort Worth	Naval Air Station Joint Reserves Base-Ft. Worth, Texas
Texas	Ft. Rucker	US Army
Texas	Goodfellow AFB	Soldier for Life Transition Assistance Program
Texas	Killeen	Forth Hood Army Base
Texas	Laughlin AFB	Laughlin Air Force Base
Texas	San Antonio	Army Reserve
Texas	San Marcos	San Marcos Army Reserve
Virginia	Fort Lee	Fort Lee Military Installation / VA Department of Labor
Virginia	Newport News	Soldier For Life Transition Assistance Program
Virginia	Norfolk	RecruitMilitary.com
Virginia	Yorktown	Naval Weapons Station Yorktown
Washington	Bremerton	Bremerton Naval Facility
Washington	McChord AFB	Joint Base Lewis McChord
Washington	Oak Harbor	NAS Whidbey Island
Washington	Silverdale	Naval Base Kitsap





Strategic Partnerships and Communication

# Media Launch Plan

@CBPCareers Twitter Account

April 2017



U.S. Customs and  
Border Protection

Office of Human Resources Management

CBP FOIA 002217

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### CBPJOB Mobile Application – Consolidated Communications

Communication/ Product	Message
<b>Soft Launch</b>	<div data-bbox="305 447 1300 814" data-label="Text"> <p>(b) (5)</p> </div>
<b>Hard Launch</b> AC Memo/SMC Bullets	



	the App Store or Google Play. A desktop version is also available at <a href="https://careers.cbp.gov">careers.cbp</a>
Applicant ID Letter	<p>You may check your application status and pre-employment requirements using the CBPJOB mobile app, available on iPhone and Android devices. You can also access the mobile app at <a href="https://www.careers.cbp.gov">https://www.careers.cbp.gov</a>.</p> <p>Following the download and installation of the app on your device, and upon initial login you will be redirected to Login.gov to register for a new account if you are a new user or login if you are a returning user. To register and create an account with Login.gov, you will need to enter a valid email address and phone number, and create a password for subsequent uses. You will need to use the same email address you are using when applying through USA jobs to register or create an account with Login.gov. Once you have completed your registration with Login.gov you will be returned to the CBP Jobs mobile app login page for direct access to your current status.</p>
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Careers.gov & CBP.gov	The CBPJOB Mobile application is now available! As a companion to the CBP Careers webpage, CBPJOB tracks applicant's progression through the hiring process, displays next steps, and where and when their next appointments are. The CBPJOB app is a convenient, easy way for applicants to stay informed about the steps and requirements of the hiring process. The app consolidates notifications and information that was previously provided in several different emails, which helps expedite communications. The CBPJOB app is available for download on iPhone and Android devices, or at <a href="https://www.careers.cbp.gov">https://www.careers.cbp.gov</a> . (Will hyperlink once live).
CASS Login Screen Update	<b>NOTICE: CASS will be discontinued on May 22, 2017. (Date may change dependent on launch schedule).</b> To check your application status and pre-employment requirements, download the CBPJOB mobile app, available for iPhone and Android devices, or at <a href="https://www.careers.cbp.gov">https://www.careers.cbp.gov</a> (will need to hyperlink to page once live).
CBP Central	The CBPJOB Mobile app is now live! HRM and OIT partnered to develop the CBPJOB mobile app, which helps frontline applicants track their progress through the hiring process, displays next steps, and the location of future appointments. The CBPJOB app is a convenient, easy way for applicants to stay informed. The CBPJOB app is available for download on iPhone and Android devices, or at <a href="https://www.careers.cbp.gov">https://www.careers.cbp.gov</a> . (Will hyperlink once live).
CBP.gov Blog	CBP's Office of Human Resources Management and Office of Information Technology have partnered to develop the CBPJOB mobile app. As a companion to the CBP Careers webpage, the app tracks applicant's progression through the hiring process, displays next steps, and the location of future appointments. The CBPJOB app is a convenient way for applicants to stay informed about the steps and requirements of the hiring process and consolidates information to help expedite communications about their status. The CBPJOB app is available to download on iPhone and Android devices, or at <a href="https://www.careers.cbp.dhs.gov">https://www.careers.cbp.dhs.gov</a> (Will hyperlink once live).
CBPnet (SharePoint)	Did you know the CBP Jobs Mobile app is now live! Applicants can now check the application status and pre-employment requirements instantly on their Android or iPhone devices. They can also access the app at <a href="https://www.careers.cbp.dhs.gov">https://www.careers.cbp.dhs.gov</a> (Will hyperlink once live). The CBP Jobs Mobile app offers a user friendly interface



allowing applicants to monitor where they are in the hiring process and communicate any additional requirements as they move from one phase to the next.

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Demo for MHC	Complete. N/A
Demo for NFRC	Complete. N/A
Demo for OPA	Complete. N/A
Description of application in app store	<p>This official U.S. Customs and Border Protection application is designed for those interested in a career with CBP and have been tentatively selected for a law enforcement position. CBP employs Border Patrol Agents (BPAs), Customs and Border Patrol Officers (CBPOs), Agricultural Specialists, Air Interdiction Agents (AIA), Air Enforcement Agents (AEA) and Marine Interdiction Agents (MIA) to protect the American people and national economy, and safeguard the U.S. air, land and maritime borders.</p> <p>CBP JOBS allows you to track your progression through the hiring process and determine where and when your next appointments are. The app also features an easy-to-use interface and provides notifications as you move from one phase to the next.</p> <p>CBP JOBS offers a reliable and effective way to ensure you're informed and up-to-date on your hiring status and on your way to becoming a part of the homeland's defense.</p>
Email to Applicants	<p>Check your application status and pre-employment requirements instantly! Download the new CBPJOB mobile app today. Available on <a href="#">Android</a> (will be hyperlinked to Google Play) and <a href="#">iPhone</a> (will be hyperlinked to iTunes) devices. You can also access the mobile app at <a href="https://www.careers.cbp.gov">https://www.careers.cbp.gov</a> (will need to hyperlink to page once live).</p> <p>Following the download and installation of the app on your device, and upon initiation you will be redirected to Login.gov to register for a new account if you are a new user or login if you are a returning user. To register and create an account with Login.gov, you will need to enter a valid email address and phone number, and create a password for subsequent uses. You will need to use the same email address used when applying through USA jobs to register or create an account with Login.gov. Once you have completed your registration with Login.gov you will be returned to the CBP Jobs login page for direct access to your current status.</p>

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Media Inquiry

Complete – Refer to RTQ:



QA CBJOB for  
OPA\_v5\_af042417.doc

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Photo/Graphic of  
Application

Complete - Have latest screenshots.

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Reference in  
application  
paperwork

You may check your application status and pre-employment requirements using the CBJOB mobile app, which is available on iPhone and Android devices. You can access the mobile app at <https://www.careers.cbp.gov>.

Following the download and installation of the app on your device, and upon initial login you will be redirected to Login.gov to register for a new account if you are a new user or login if you are a returning user. To register and create an account with Login.gov, you will need to enter a valid email address and phone number, and create a password for subsequent uses. You will need to use the same email address when applying through USA jobs to register or create an account with Login.gov. Once you have completed your registration with Login.gov you will be returned to the CBJOB login page for direct access to your current status.

Social Media  
postings  
(Twitter -  
CBP/DHS/OPM)

(Twitter) #CBJOB Mobile application is now live! Check the status of your #CBJOB application instantly using your iPhone or Android device.

Survey language

Thank you for using the CBJOB mobile app. We hope it was helpful to you in tracking the status of your application. We would like to hear about your experience. Your feedback will be used to update the app to ensure its usefulness to future applicants. If you have any questions about this survey or the mobile application, please contact: [CBJOBAPPSUPPORT@cbp.dhs.gov](mailto:CBJOBAPPSUPPORT@cbp.dhs.gov).

Technology  
troubleshooting  
script

For technical support, please contact [CBJOBAPPSUPPORT@cbp.dhs.gov](mailto:CBJOBAPPSUPPORT@cbp.dhs.gov).



Customs and Border Protection (CBP)  
Office of Human Resources Management (HRM)  
Strategic Partnerships and Communication (SP&C) April 25, 2017

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**As Secretary Kelly and Commissioner McAleenan have both stated, CBP will not be lowering any standards for its Frontline personnel to accelerate hiring. Speed in no way will overcome quality.**

**CBP is focused on streamlining its pre-employment process—not to lower standards, but to improve our hiring capacity; the high standards for graduation at CBP’s Academies will remain unchanged.**

**CBP offers an unparalleled opportunity for veterans to continue serving and protecting the United States in an environment that appreciates and uses the hard-earned knowledge, skills, and abilities they gained through serving on the front lines in the military.**

**CBP has made significant improvements in recruiting, hiring, and retention in the past year. For instance, CBP developed an expedited hiring process to consolidate several months of processing into just a few days.**

#### **Polygraph Examination**

**CBP fully complies with the Anti-Border Corruption Act (ABCA) of 2010 and currently administers polygraph examinations to all law enforcement applicants prior to hiring them. In compliance with this requirement, CBP has used the Law Enforcement Pre-employment Test (LEPET), which is considered the most robust exam used in the Federal law enforcement environment.**

#### **2006 Hiring Surge**

**CBP does not agree with the perception that Border Patrol agents hired during the previous surge are more corrupt or have more integrity issues than those hired before or after the surge. These men and women are as effective and as trustworthy as any other agent and some are now seasoned supervisors. The dedicated U.S. Border Patrol agents of CBP work tirelessly to protect our Nation’s borders and secure the more than 6,000 miles of land border between ports of entry that we share with Mexico and Canada and 2,000 miles of coastal waters surrounding the Florida Peninsula and the island of Puerto Rico.**

## **Reaching 5,000**

**CBP has an insufficient number of agents and officers to effectively detect, track, and apprehend all aliens crossing the border illegally. As the Secretary stated in his implementation memo signed February 20, CBP “needs additional agents and officers to ensure complete operational control of the border.” The numbers are supported by the standard of border security established in the implementation memo; we think the number is sound, and we are committed to achieving it.**

**Linda L. Jacksta**  
**Assistant Commissioner**  
**Office of Human Resources Management**



Linda L. Jacksta is the Assistant Commissioner of the Office of Human Resources Management within U.S. Customs and Border Protection (CBP), the largest law enforcement agency in the United States. In her role, she services 60,000 employees across eight key functional areas: hiring, benefits, work-life programs, workplace safety, personnel research, executive services, business systems, and labor and employee relations.

Prior to her appointment as Assistant Commissioner, former Commissioner Kerlikowske appointed Ms. Jacksta to serve as CBP's principal executive for the Employee Engagement Center of Excellence. Since then, she represents CBP on the Deputy Secretary's Employee Engagement Executive Steering Committee, leads and directs a cross-cutting team of CBP executives to form employee engagement strategies, and identifies best practices relevant to the Agency and the Department. Additionally, she was called on to lead a robust resiliency program by former Deputy Commissioner McAleenan.

With more than 30 years of Federal service with CBP and legacy Customs, Ms. Jacksta has served in multiple leadership positions. Previously, Ms. Jacksta served as the Acting Deputy Assistant Commissioner for the Office of Internal Affairs where she provided leadership and direction for a wide-variety of functions, including background investigations and clearances; employee misconduct investigations; operational security; and management inspections, while promoting the integrity and transparency of the CBP workforce. She served as the Executive Director of Mission Support within the Office of Field Operations, providing critical operational support to over 28,000 CBP employees both in the domestic and international arenas with a budget of over \$4 Billion. Her broad portfolio included financial, logistical, information technology, and human capital management functions.

Her other leadership roles include the Executive Director of the Cargo Systems Program Directorate within the Office of Information and Technology where she led one of the largest modernization programs in the federal government - the Automated Commercial Environment; Executive Director for Enterprise Networks and Technology Support; and the Acting Principal Deputy Executive Director for the Secure Border Initiative Program.

Throughout Ms. Jacksta's CBP career, she has demonstrated her innovative leadership and commitment to supporting the transformation of CBP into a premier border security agency. In 2016, Ms. Jacksta

received the Presidential Rank Award, the nation's highest civil service award for her consistent efforts in solving some of the agency's most pressing challenges across a wide spectrum of program areas.

Ms. Jacksta began her federal career with the U.S. Customs Service as an Important Specialist at the Miami International Airport. She has a broad range of knowledge spanning both operational and technology arenas.

## **OPR Notes – Polygraph Initiatives**

The Anti-Border Corruption Act of 2010 mandates that U.S. Customs and Border Protection polygraph 100 percent of its law enforcement applicants.

As of May 1<sup>st</sup> 2017, the Office of Professional Responsibility began using a modified format to conduct polygraph examinations. This format is sanctioned by the National Center for Credibility Assessment with an additional focus on corruption-related issues. The test also places more focus on serious crimes, to include felony crimes and serious misdemeanors.

The test may reduce the time it takes to conduct a polygraph while still identifying any trustworthiness or credibility issues and ensuring that the critical portions of the LEPET remain.

### **Why are you making the change?**

CBP continues to streamline its hiring process that includes the modified polygraph examination that involves fewer series and may be faster.

In bench marking our program, we have seen our polygraphs take a little bit longer than other agencies in certain cases.

We want to test another format and will pilot it for six months.

While the NCCA considers the LEPET to be the most robust polygraph examination used to test applicants for federal law enforcement positions, it has offered an option that could replace the LEPET format.

### **Won't expanded waivers open the door to criminals and unsuitable candidates?**

We are pursuing flexibility in waiving the polygraph examination for very limited populations who have a demonstrated track record of trustworthiness and service.

Although there are risks associated with extending polygraph waiver eligibility to any applicant, CBP has taken a risk based approach.

Waiver eligibility will only be extended to applicant groups who have proven track record of integrity and service including state and local law enforcement officers who have taken a polygraph examination with their respective agencies, federal law enforcement officers, military veterans and transitioning service members with security clearance requirements.

All of these applicants will be required to pass a thorough background investigation, must be in good standing with their agencies or the military, must not be under investigation or found to have engaged in serious misconduct and has neither resigned under investigation nor been expelled.

CBP shall have the authority to polygraph any applicant receiving a waiver if information is developed prior to the completion of the background investigation.



The changes made to the polygraph examination and waiver authority, when coupled with the requirement for all law enforcement applicants to undergo a stringent Tier 5 Background Investigation, and things such as random drug testing and continuous evaluation, help ensure that risk is kept to a minimum.

### **FY 2017 Appropriations Bill:**

#### **TES-C**

Background: Division F / Title VI of the Omnibus package included reporting requirements related to the administration of the TES-C pilot to HAC/SAC, HSGAC / CHS describing the pilot and its results including an analysis of risks that would be associated with adopting the new test and efforts that would be utilized to mitigate.

*As a precursor to adopting any alternative to the LEPET, CBP is directed to first carry out a trial implementation of the alternative standard for a subset of Border Patrol applicants for no longer than a six month period. After completing the trial, CBP shall submit a detailed report to the Committees on Appropriations of the Senate and the House of Representatives, the Committee on Homeland Security and Government Affairs of the Senate, and the Committee on Homeland Security of the House of Representatives describing the trial and its results, including the rationale for considering an alternate standard; changes in hiring efficiencies; comparisons between the results of the LEPET and the alternative standard; an analysis of risks that would be associated with adopting the alternative standard and planned efforts to mitigate such risk; and the costs of implementation.*

#### **Recommended Talking Points:**

- CBP OPR will work with the Committee and the American public to remain transparent through the course of this pilot.
- The TES-C provides added capacity for our current polygraph examiner workload and is shorter in duration and would not require any immediate resources while addressing suitability questions specific to counterintelligence and corruption.

#### **Added OPR capacity**

##### **Background:**

- FY 2017 bill supports two major funding initiatives to OPR requested through the President's Budget Amendment:
  - \$4.2 million to retain our polygraph current examiners through retention for its examiners. This supports 10% retention incentive and 10% Special Salary Rate
  - Includes an additional \$4.1 million towards enhanced OPR staffing – 33 additional positions to include:
    - 21 Personnel Security Specialists - To support the continuous evaluation team, waiver request processing, and adjudications.
    - 10 Criminal Investigators - To support the increase in CBP's staffing to ensure appropriate levels for investigator to employee ratios.

- 2 Mission Support - To support with the hiring of additional staff within OPR.

OPR had requested 30 criminal investigator (1811) positions for continued growth and expansion of the investigative capabilities to reach appropriate investigator ratios.

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CBP is launching a pilot of the Terrorism, Espionage, Sabotage, and Corruption format. The TES-C format is designed to fully address counter intelligence issues while allowing CBP to explore the possible existence of corruption/suitability issues involving the applicant. This test addresses questions related to damage to any U.S. government information or defense system, involvement in terrorism, providing classified information to any unauthorized person, involvement in espionage, hidden contacts with foreign nationals, and involvement in corruption/criminal activity.

CBP worked with the National Center for Credibility Assessment on the option of using this polygraph format as part of a pilot project, and with the NCCA in the development of the polygraph test format which retains all of the critical test topics including an applicant's drug and criminal history. This format is more streamlined and maintains CBP's high standards of integrity.

In addition, NCCA conducts quality assurance inspections of CBP's polygraph examinations bi-annually. Quality assurance inspections cover the review of CBP's polygraph policies, QC procedures, statistics, and examiner certifications. To date, the CBP polygraph program has passed five NCCA quality assurance inspections. NCCA's most recent quality insurance inspection, in January 2017, confirmed CBP's adherence to standardized professional practices and compliance with all federal standards and regulations.

*CBP is aggressively working to execute large-scale improvements to its frontline hiring processes and capability. While these efforts have led to considerable progress in many areas, CBP will continue working to strengthen all aspects of its recruitment and hiring strategy in order to meet congressionally mandated staffing floor levels and the new the Executive Order hiring mandate.*

*CBP is examining every aspect of its pre-employment process to identify areas in which improvements can be made and redundancies can be omitted. CBP's challenges in recruitment are, to a great extent, contingent on our rigorous hiring process, which is designed to ensure only individuals who meet the qualifications of CBP's frontline positions and have the highest degree of integrity are recruited to serve as agents and officers safeguarding our borders and ports of entry.*

*While many modifications to streamline our pre-employment hiring process are being considered, CBP will not lower its high standards for any of its frontline personnel.*

*To advance hiring while maintaining workforce integrity, we are exploring ways to recruit individuals that the government has already vetted to work in sensitive positions, such as current state and local law enforcement officers, current federal law enforcement officers, and military personnel.*

*CBP values the demonstrated commitment and trustworthiness that these applicants bring to the mission, and the level of vetting already performed at the state, local and Federal level for these individuals in sensitive positions. Having the ability to waive the polygraph for these applicants could not only expedite their onboarding, but allows CBP to direct more resources toward processing other groups of applicants and preventing potential bottlenecks in the hiring*



*pipeline. Additionally, like all applicants, these groups must undergo a Tier 5 background investigation. Should derogatory information be detected during an applicant's background investigation, CBP may then choose to administer a polygraph.*

CBP is undertaking prudent steps to ensure that its polygraph program is administered in accordance with its central purpose and our statutory mandates. We are currently piloting a revised polygraph protocol, consistent with National Credibility Certification Authority standards, and are currently engaged in polygraph benchmarking efforts with other Federal agencies.

The Department has supported proposed legislation that would allow us to waive the polygraph requirement for certain applicants with demonstrated track records of integrity and trustworthiness in public service, including military veterans and current law enforcement professionals who meet several conditions and undergo a full background process. CBP values the experience and trustworthiness that these personnel would bring to the mission, and we believe that a limited waiver authority to streamline their hiring would be appropriate and beneficial.

The National Defense Authorization Act of 2017 (NDAA of 2017) provided the ability to waive the polygraph examination for applicants who could meet strict criteria, such as veteran status, active TS-SCI clearance and in-scope Tier 5 background investigation.

CBP is exploring options for a risk-based approach to extend polygraph waiver eligibility to the following groups of applicants who meet specific criteria: (1) current federal law enforcement, (2) current state and local law enforcement, and (3) veterans, transitioning service members, and members of the Reserves and National Guard.

CBP values the experience and commitment that these groups could bring to the mission, and believes that their credentials sufficiently attest to their dependability and allegiance. These men and women in good standing have already proven their suitability for the frontline. Waiving the polygraph for these applicants could not only expedite their onboarding but allows CBP to direct more resources toward the processing of other groups of applicants, preventing potential bottlenecks in the hiring pipeline.

Additionally, like all applicants, these groups must undergo a stringent Tier 5 background investigation.

Should derogatory information be detected during an applicant's investigation, CBP may then administer a polygraph. These efforts, coupled with other risk mitigation strategies, help ensure CBP's high standards and workforce integrity. CBP has provided technical assistance to Congress on polygraph waivers and continues to provide information and briefings at the request of Senators and Representatives, Committees and their staffs.

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(b)(6);(b)(7)(C)

So I received the points below back from OPR. I don't know if you could clear off on passing along the points below. I just chatted with (b)(6);(b)(7)(C) and #2 probably wouldn't be helpful and might be giving more

than needed (but good from our reference). She mentioned that it might be good to sit down with OPA at some point in the near future to create a fact sheet on polygraphs as this might continue to get more and more attention, especially in the new administration with potential more hires, etc.

As expected we can't comment on individual cases. Let me know if approved to send the information below from OPR that provides additional context. He might not include, but we can try....I have asked her to provide a definition for countermeasures.

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**From:** (b)(6);(b)(7)(C)  
**Sent:** Tuesday, January 10, 2017 8:24 PM  
**To:** (b) (5)  
**Cc:** (b) (5)  
**Subject:** RE: Polygraph story -- last call

Hi (b) (5)

Our CAD folks had a few comments. I'm not sure if it will change anything in the article – but wanted to pass on for reference. If you get a chance, can you give me a call?

Thanks.

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Chief of Staff

Office of Professional Responsibility (OPR)

U.S. Customs and Border Protection

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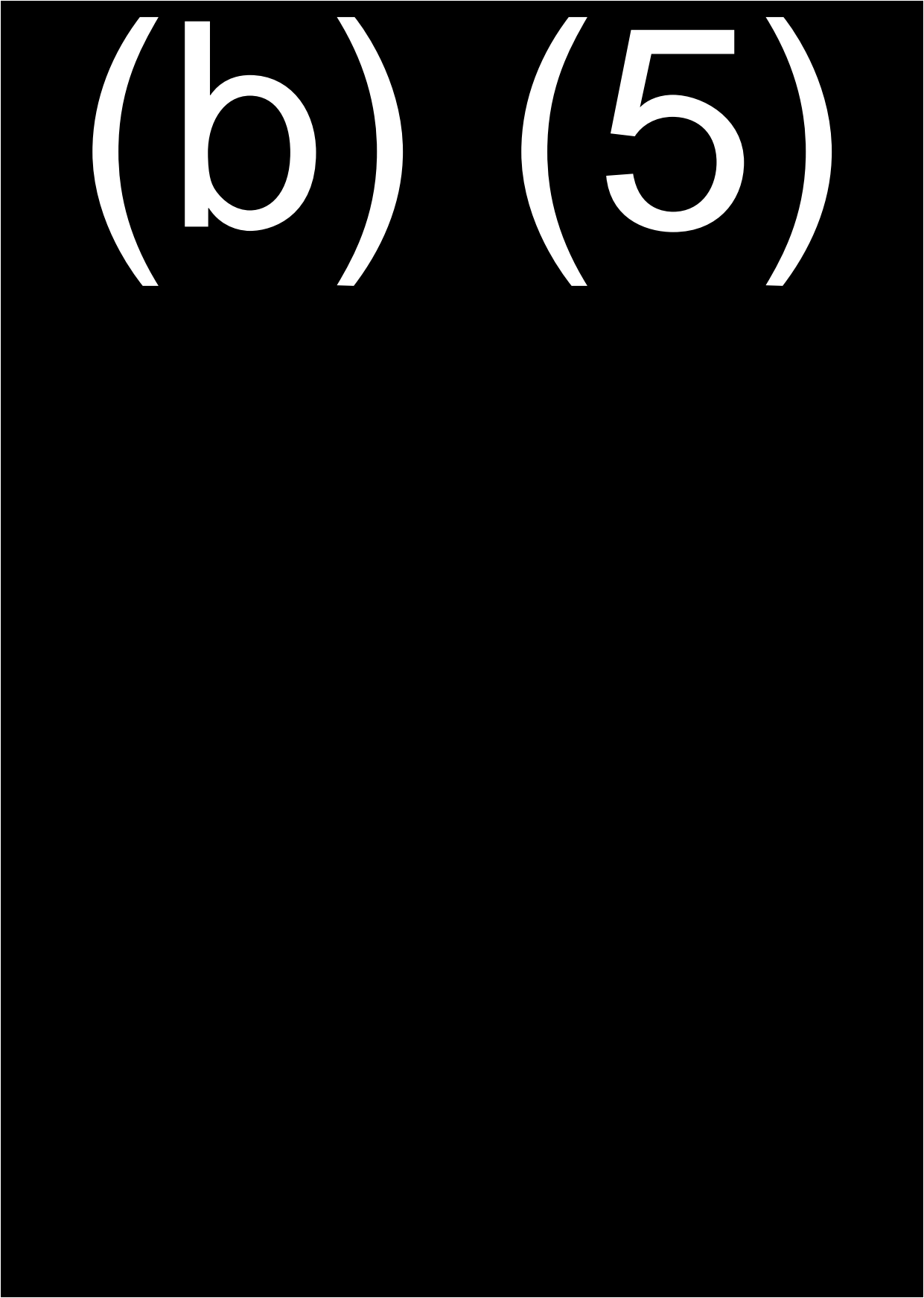
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For your awareness, this story is expected to post tomorrow and should include comments by C1.

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“U.S. Customs and Border Protection will maintain our current high standards of recruiting the best America has to offer. To meet our critical hiring needs we are exploring ways to recruit individuals that the Federal government has already vetted and trusted to work in sensitive positions such as military and federal law enforcement officers, while also working to omit redundancies in the hiring process.”

**Question: Explain the challenges with hiring previously and what we are doing to address, specifically addressing the challenges with recruitment, attrition (highlighting retirements), and polygrapher shortages.**

CBP’s hiring challenges stem from several external factors, including changing generational values, the state-wide legalization of marijuana, and a growing public distrust of law enforcement. Our multifaceted recruitment strategy is designed to mitigate these challenges to the greatest extent possible, but CBP recognizes that the task of reversing societal views and behaviors is beyond the scope and capability of any single agency. A recent survey shows that the public’s confidence in police has reached its lowest level in decades. Additionally, only about half of the American youth consider a law enforcement agency a desirable place to work. This has led to a critical shortage of applicants for most law enforcement organizations across the country, with some police departments enduring up to a 90 percent decline in applications. CBP must therefore compete for a decreasing number of applicants with law enforcement organizations on all levels—local, state, and federal—including partner agencies within DHS looking to meet overlapping hiring mandates.

These and other external factors continue to complicate an already challenging task. Despite these challenges, CBP will continue its aggressive implementation of its recruitment and hiring strategy to ensure the frontline is staffed with personnel whose skills, knowledge, and character are equal to the task. Beginning in 2015, CBP reengineered its entire pre-employment process by implementing more than 40 process improvements that collectively transformed our frontline staffing capability. As part of this effort, we developed and piloted a hiring hub program, which significantly reduced the time-to-hire for qualified applicants and allowed CBP to identify and remove unqualified applicants more quickly, preventing bottlenecks in later phases of the process. This process streamlining not strengthened CBP’s hiring capability, it also helped to increase the applicant-to-EOD rate, preventing otherwise qualified candidates from dropping out of the process due to fatigue or taking more immediate job offers elsewhere.

CBP continues to examine every aspect of its pre-employment process to identify areas in which further improvements can be made. Our strategy builds on the momentum of the process improvements we have implemented in the last two years and includes modifications to the administration of the polygraph exam, entrance exam, and physical fitness tests. While modifications to our pre-employment process are being considered and piloted, we will not implement any change without carefully weighing all risks and mitigation measures. Our hiring process is meant to ensure only individuals with the highest integrity serve as agents and officers safeguarding our borders and ports of entry—and we remain committed to upholding these standards amid the increasing urgency to hire more personnel. Meeting and sustaining our manpower needs remains our top mission support priority.

**Question: CBP plans to reach the 21,070 target (908 hires) over FYs 2017-2021, a five year period. Is this true? Tell more about the increase of 500 new CBP agents in the next year and what we will do to meet that target.**

Given our available resources for recruitment and hiring, as well as the various process improvements being implemented (detailed above), we expect to reach our near-term goal of 500 additional Border



Patrol Agents, as outlined in the FY 2018 Budget Amendment. This would bring the BPA workforce to approximately 20,258 by the end of FY 2018.

**Question: In 2016, CBP under Johnson had about 20,162 employees and called to reduce its baseline number of agents from 21,370 to 21,070 in the 2017 – why the -300 change?**

USBP faced a critical shortage in funding for equipment, so USBP proposed not filling 300 positions that were vacant and using the funds to provide the necessary equipment to the Border Patrol Agents on board. The funding was provided in the FY17 budget to meet the critical equipping needs without requiring a reduction in Border Patrol agent hiring.

**Question: CBP plans to reach the 21,070 target (908 hires) over FYs 2017-2021, a five year period. Is this true? (HRM) Tell more about the increase of 500 new CBP agents in the next year and what we will do to meet that target.**

(OPR)-CBP fully complies with the Anti-Border Corruption Act (ABCA) of 2010 and currently administers polygraph examinations to all law enforcement applicants prior to hiring them. The Office of Professional Responsibility (OPR), who is responsible for determination of applicant suitability for hire, has taken several steps to assist in meeting the target as follows:

CBP explored options for a risk-based approach to extend polygraph waiver eligibility to the following groups of applicants who meet specific criteria: (1) current federal law enforcement, (2) current state and local law enforcement, and (3) veterans, transitioning service members, and members of the Reserves and National Guard. This option is currently with Congress to review and address this option. CBP values the experience and commitment that these applicants bring to the mission, and believes that their credentials sufficiently attest to their dependability and allegiance. Waiving the polygraph for these applicants could not only expedite their onboarding but allows CBP to direct more resources toward the processing of other groups of applicants, preventing potential bottlenecks in the hiring pipeline. Additionally, like all applicants, these groups must undergo a Tier 5 background investigation and CBP will still have the option to administer a polygraph if deemed appropriate;

CBP reviews applicants who have been previously taken and passed a federal pre-employment polygraph examination for polygraph reciprocity;

CBP is exploring the use of an alternative polygraph screening examination that adheres to all the federal National Center for Credibility Assessment standards for pre-employment applicant screening;

CBP made its prior drug use guidelines available on its public facing website, providing information about suitability considerations regarding the frequency and recency of illegal drug use, circumstances surrounding the use, and the likelihood of recurrence. CBP believes that posting these guidelines will prevent applicants from providing false information that is later discovered during the polygraph examination or drug test.

**Question: Explain the challenges with hiring previously and what we are doing to address, specifically addressing the challenges with recruitment, attrition (highlighting retirements), and polygrapher shortages. (HRM/OPR)**

(Addressing the Polygrapher Shortage)- Due to the ABCA mandate to test all of CBP's law enforcement applicants prior to being hired, CBP has worked through the hiring of qualified polygraph examiners to meet the demands in the last several years. There are less than 1,000 federally certified polygraph examiners in the U.S. that work for the federal agencies who administer the polygraph examination as

part of its internal security process for applicants, current employees and criminal and administrative investigations. CBP has had continuous recruiting campaigns internally and externally to hire examiners and has recently been authorized a Special Salary rate and Retention Incentive pay to assist with the hiring demands.

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### **Basic Recruiting information**

#### **Salary Range**

\$40,511.00 to \$53,319.00 / Per Year

#### **Duties**

Apply to this exciting opportunity to strengthen the Department's and our partners' ability to perform their homeland security functions by doing the following:

- Patrol international land borders and coastal waters

- Detect and prevent the illegal entry and smuggling of aliens into the United States

- Detect and prevent terrorists and terrorist weapons from entering into the United States

- Prevent the illegal trafficking of people, narcotics and contraband into the United States

Being a Border Patrol Agent makes you a valuable member of the Federal Law Enforcement Officer (LEO) profession. Typical assignments include:

- Detecting, preventing, and apprehending undocumented aliens and smugglers of aliens at or near the land borders by maintaining surveillance from covert positions

- Responding to electronic sensor alarms

- Interpreting and following tracks, marks and other physical evidence

- Using infrared scopes during night operations

- Responding to aircraft sighting and other anti-smuggling activities

- Performing farm and ranch checks, traffic checks, city patrols, and transportation checks

#### **Travel Required**

- Occasional Travel

- Travel may be required based on operational needs

Relocation Authorized

- No

#### **Key Requirements**

- You must successfully pass a polygraph exam

- You must be a U.S. citizen to apply for this position

Referred for selection prior to your 40th birthday (waiver for Veterans)

You must have resided in the U.S. for at least 3 of the last 5 years

You must successfully pass a background investigation

Convictions of misdemeanor crime of domestic violence are disqualifying

You will be required to carry a firearm

You will be required to work regular and recurring shift work

You must meet job-related medical, fitness and drug-testing standards

You must have a valid driver's license

### **Qualifications**

**The qualification requirements listed below must be met by the closing date of this announcement.**

**You qualify for the GL-5 grade level (starting salary \$40,511) if you possess one of the following:**

- a. One year of general work experience that demonstrates the ability to take charge, make sound decisions, and maintain composure in stressful situations; learn law enforcement regulations, methods and techniques through classroom training and/or on-the-job instruction; and gather factual information through questioning, observation, and examination of documents and records; **OR**
- b. A bachelor's degree from an accredited or pre-accredited college or university; **OR**
- c. A combination of successfully completed post-high school education and general work experience. This will be calculated using your resume and unofficial transcripts submitted with your application.

**You qualify for the GL-7 grade level (starting salary \$46,110) if you possess one of the following:**

- a. One year of specialized work experience that demonstrates the ability to make arrests and exercise sound judgment in the use of firearms; deal effectively with individuals or groups of persons in a courteous, tactful manner in connection with law enforcement matters; analyze information rapidly and make prompt decisions or take prompt and appropriate law enforcement action in light of applicable laws, court decisions and sound law enforcement matters; and develop and maintain contact with a network of informants; **OR**
- b. A bachelor's degree with superior academic achievement, which is based on (1) class standing, (2) grade-point average, or (3) honor society membership. **OR**
- c. One full year of graduate level education in a field of study related to law enforcement (e.g., criminal justice, homeland security, justice studies, law enforcement, courts and judicial

systems, forensic technology, forensic psychology, corrections and rehabilitation) at an accredited or pre-accredited college or university; **OR**

d. A combination of successfully completed post-high school education and specialized work experience. This will be calculated using your resume and unofficial transcripts submitted with your application.

If basing qualifications on education, then a bachelor's degree or graduate's degree or higher must be attained within 9-months after the closing date of the announcement.

**National Service Experience (i.e., volunteer experience)** Experience refers to paid and unpaid experience, including volunteer work done through National Service programs (e.g., Peace Corps, AmeriCorps) and other organizations (e.g., professional; philanthropic; religious; spiritual; community, student, social). Volunteer work helps build critical competencies, knowledge, and skills and can provide valuable training and experience that translates directly to paid employment. You will receive credit for all qualifying experience, including volunteer experience.

Experience as a CBP Explorer may be qualifying if your resume provides sufficient information to credit your experience. To receive full credit for your experience, please be sure to describe your duties, roles and responsibilities in detail.

**Age Requirement:** Effective May 8, 2016, the Commissioner of CBP has approved a temporary increase in the maximum allowable age for original placement into a BPA position; therefore, candidates must be referred for selection before reaching their 40th birthday (increased from age 37). In accordance with Public Law 100-238, this position is covered under law enforcement retirement provisions. However, the age restriction may not apply if you are currently serving or have previously served in a federal civilian law enforcement (non-military) position covered by Title 5 U.S.C. 8336(c) or Title 5 U.S.C. 8412(d). This measure will increase the statutorily mandatory retirement to an age of up to 60 to allow individuals the opportunity to complete 20 years of law enforcement service (See U.S.C 8425 (b)(1) and 8335 (b)(1)).

The age restriction does not apply if you are a veterans' preference eligible.

**Probationary Period:** You must serve a one year probationary period during the first year of your initial permanent federal appointment to determine fitness for continued employment.

**Formal Training:** You will be detailed to the U.S. Border Patrol Academy in Artesia, New Mexico, for approximately 11 weeks of intensive instruction in immigration and nationality laws, law enforcement and Border Patrol-specific operations, drivers training, physical techniques, firearms, and other courses. You will also be tested on your language abilities. If you score below an established benchmark, you will attend an additional 8-week Spanish language class at the border patrol academy, which will extend your stay to 19 weeks.

**Uniform:** This position requires you to wear an officially-approved uniform while in a duty status.

**Residency Requirement:** If you are not a current CBP employee you must meet one or more of the following primary residency criteria for at least three (3) of the last five (5) years prior to completing an application for CBP employment:

1. Resided (lived) in the United States or its protectorate or territories (excluding short trips abroad, such as vacations); or
2. Worked for the United States government as an employee overseas in a federal or military capacity; or
3. Been a dependent of a US federal or military employee serving overseas.

Exceptions may be granted to the above requirement if you can provide complete state-side coverage information required to make a waiver determination.

**Driver's License:** You must possess a valid driver's license.

### **Security Clearance**

Public Trust - Background Investigation.

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## **Talking Points for Executive Order Hiring Initiatives**

### **Overview**

U.S. Customs and Border Protection (CBP) has worked aggressively over the past two years to implement its multifaceted recruitment strategy and execute large-scale improvements to its frontline hiring process and capability. While these efforts have led to considerable progress in many areas, CBP will continue working to strengthen all aspects of its recruitment and hiring strategy in order to meet the Executive Order hiring mandate.

CBP's challenges in recruitment are, to a great extent, contingent on our rigorous hiring process, which reflects the high standards to which all frontline employees must be held. Our process is meant to ensure that only individuals who embody our high standards of integrity are recruited to serve as agents and officers safeguarding our borders and ports of entry.

To meet the Executive Order mandate, CBP is examining every aspect of its pre-employment process to identify areas in which improvements can be made. While many modifications to our process are being considered, we will not implement any change without carefully weighing its risks and identifying mitigation measures. To be clear, CBP is not lowering its standards for any of its frontline personnel.

As Secretary Kelly and Commissioner McAleenan have both stated, CBP will not be lowering any standards for its Frontline personnel to accelerate hiring. Speed in no way will overcome quality.

CBP is focused on streamlining its pre-employment process—not to lower standards, but to improve our hiring capacity; the high standards for graduation at CBP's Academies will remain unchanged.

CBP is committed to hiring and retaining well-qualified individuals of the highest integrity for our frontline law enforcement occupations.

CBP offers an unparalleled opportunity for veterans to continue serving and protecting the United States in an environment that appreciates and uses the hard-earned knowledge, skills, and abilities they gained through serving on the front lines in the military.

Our frontline agents are our most valuable resource; we must continue to optimize our recruiting and hiring processes, and further develop initiatives to maintain the critical frontline law enforcement agents needed to accomplish CBP's border security mission effectively and efficiently.

Applicants must successfully complete an entrance exam, qualifications review, interview, medical exam, drug screening, physical fitness test, polygraph examination, and a background investigation.

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CBP established a Frontline Hiring Program Management Office to implement specific actions that address frontline hiring challenges. This includes a National Frontline Recruitment Command, comprised of uniformed agents and officers, as well as other CBP personnel to provide support and expertise to Border Patrol and other CBP field recruitment offices.

CBP has made significant improvements in recruiting, hiring, and retention in the past year. For instance, CBP developed an expedited hiring process to consolidate several months of processing into just a few days.

CBP has also developed and implemented an expedited hiring process by compressing multiples processes and several months of the hiring process into a one-week timeframe and takes place in a centralized location. This expedited “hiring hub” process has improved CBP’s time-to-hire, without compromising the integrity of the hiring process.

In January 2016, the time-to-hire for frontline personnel averaged 469 days. As of December 2016, this number dropped to 308 days—an average that includes approximately half of all frontline applicants being processed through CBP’s expedited hiring process. As of March 2017, the expedited hiring process—which has shown the ability to hire applicants in an average time of as low as 165 days—has reached full operational capacity.

Recruitment and hiring process improvements, such as opening multiple job opportunity announcements for vacancies, have proven to be effective in increasing the number of applications received for CBP frontline positions and reducing the time-to-hire.

Military veterans comprise 30 percent of CBP’s frontline workforce.

While CBP does not expect the new Border Patrol agents to onboard until sometime in FY2018, CBP is taking immediate action to systematically address the Agency’s staffing requirements. This approach includes reducing the overall time-to-hire, improving and modifying processes, expanding recruitment efforts, and reducing attrition. The FY2017 funding request will support hiring additional human resources and personnel security positions, expanding hiring capacity, and investments in incentives for recruitment and retention of key positions and relocation to hard-to-fill locations.

Five thousand is a very supportable number for the standard we’ve been asked to achieve which is to ensure complete operational control of the border.

### **Polygraph Examination**

CBP fully complies with the Anti-Border Corruption Act (ABCA) of 2010 and currently administers polygraph examinations to all law enforcement applicants prior to hiring them. In compliance with this requirement, CBP has used the Law Enforcement Pre-employment



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Test (LEPET), which is considered the most robust exam used in the Federal law enforcement environment.

### *Waiver Expansion*

CBP is exploring options for a risk-based approach to extend polygraph waiver eligibility to the following groups of applicants who meet specific criteria: (1) current federal law enforcement, (2) current state and local law enforcement, and (3) veterans, transitioning service members, and members of the Reserves and National Guard. These groups will need to have a demonstrated track record of integrity as well as commitment to public service.

CBP values the experience and commitment that these applicants bring to the mission, and believes that their credentials sufficiently attest to their dependability and allegiance. Waiving the polygraph for these applicants could not only expedite their onboarding but allow CBP to direct more resources toward the processing of other groups of applicants and prevent potential bottlenecks in the hiring pipeline.

Additionally, like all applicants, these groups must undergo a Tier 5 background investigation. Should derogatory information be detected during an applicant's background investigation, CBP may then choose to administer a polygraph.

### *Publication of Prior Drug Use Guidelines*

CBP has made its prior drug use guidelines available on its public facing website, providing information about suitability considerations regarding the frequency and recency of illegal drug use, circumstances surrounding the use, and the likelihood of recurrence. CBP believes that posting these guidelines will prevent applicants from providing false information that is later discovered during the polygraph examination or drug test.

## **2006 Hiring Surge**

CBP does not agree with the perception that Border Patrol agents hired during the previous surge are more corrupt or have more integrity issues than those hired before or after the surge. These men and women are as effective and as trustworthy as any other agent and some are now seasoned supervisors. The dedicated U.S. Border Patrol agents of CBP work tirelessly to protect our Nation's borders and secure the more than 6,000 miles of land border between ports of entry that we share with Mexico and Canada and 2,000 miles of coastal waters surrounding the Florida Peninsula and the island of Puerto Rico.

To put it into perspective, 76 U.S. Border Patrol agents have been arrested or indicted since October 1, 2004 for corruption related activity whereby they misused their official position for personal gain. Of those agents, 13 were hired during the hiring surge of 2006 to 2008. This equates to roughly 17% of those agents arrested or indicted.

## **Reaching 5,000**

CBP has worked aggressively over the past two years to implement a multifaceted recruitment strategy and execute large-scale improvements to its frontline hiring process and capability. This includes initiatives designed to attract more applicants who are suited to the

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unique demands of CBP's mission, expedite the pre-employment timeline, refine the hiring process to address all potential bottlenecks, and reduce the attrition rate of our existing workforce.

To this end, CBP will look to further improve brand awareness and convey the importance and scope of our mission within the public sphere. We will continue to focus on increasing our digital and social media presence to reach the millennial generation, expanding our outreach at high schools, colleges, and universities, and collaborating with the Department of Defense to help transitioning service members find a rewarding and suitable career on our frontline. Additionally, CBP's new expedited hiring process—a "hiring hub" model that streamlines many months' worth of processing steps into just a few days—has reached full operational capability as of March 2017. Launched in 2015, the expedited hiring process has shown the capability to process applicants in an average time of 165 days.

We will continue to refine all phases of our process and find better, more effective ways to recruit, hire, and retain frontline personnel. In addition to reinforcing the momentum of our many outreach and process efficiency efforts, we are currently exploring innovative practices regarding incentives and mobility options that would not only enhance our recruitment prospects, but improve our workforce attrition rates as well. We anticipate full compliance with the Executive Order provision, while ensuring CBP can effectively adapt to the changing needs of the country.

CBP has an insufficient number of agents and officers to effectively detect, track, and apprehend all aliens crossing the border illegally. As the Secretary stated in his implementation memo signed February 20, CBP "needs additional agents and officers to ensure complete operational control of the border." The numbers are supported by the standard of border security established in the implementation memo; we think the number is sound, and we are committed to achieving it.

CBP will continue to develop and appropriately implement new and more innovative recruitment and hiring strategies to close existing shortages while meeting the new requirement of 5,000 additional BPAs.

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Talking Points for Waivers

(b) (5)

In order to provide additional flexibility in hiring law enforcement applicants, CBP is seeking expanded authority to waive polygraph examinations for individuals already vetted to work in sensitive positions, such as state and local law enforcement officers who have already received polygraph examinations; federal law enforcement officers; and military personnel who meet specific background security requirements.

To ensure that these identified populations can receive a polygraph waiver, CBP will put processes in place to verify that all law enforcement and military personnel are in good standing in their current position and are suitable for employment at CBP in a National Security position.

(b) (5)

Regarding the two specific questions posed:

4. Is the agency still planning on moving ahead with the pilot program outlined in the memo regarding the use of the TES-C polygraph? If so, when?

- \* Yes, CBP is exploring the use of the TES-C polygraph as a possible alternative to the LEPET and is planning a six-month trial period beginning later this month.

5. How does CBP respond to concerns from some former law enforcement officials and lawmakers that the use of the any other polygraph test other than LEPET will make Border Patrol more susceptible to corruption (as it was before the LEPET was implemented)?

- \* The TES-C meets the polygraph exam standards established by the National Center for Credibility Assessment (NCCA), the entity responsible for training, certification and oversight for all federal polygraph programs. The TES-C was designed to retain the critical portions of the LEPET and more closely examine corruption issues. It will still identify any trustworthiness or credibility issues. Bear in mind, all candidates will be also be subject to a Tier 5 background investigation. CBP will re-evaluate the effectiveness of the modified testing protocol following the six-month trial period.

CBP is examining every aspect of its pre-employment process to identify areas in which improvements can be made. While many modifications to our process are being considered, we will not implement any change without carefully weighing the risks and mitigation measures. To be clear, CBP is not lowering its standards for any of its frontline personnel. The changes under consideration may result in more applicants passing the pre-employment process, but all successful applicants will continue to undergo basic training at CBP academies, whose core function is to uphold our frontline standards and ensure mission-readiness.